



28 NOV 1971

MEMORANDUM FOR : Director of Personnel
THRU : Deputy Director for Support
SUBJECT : Young Officer Productivity and
Personal Satisfaction

1. Thanks to the material which you, the IG and others gathered for me, I was able to reply to the Director's questions as to what we have done about evaluating employee attitudes over the past several years. I also reminded him of the study currently in process in OMS. The attached notes of this conversation give the general tone of the discussion. You will note the conclusion that I should give some attention to the problem on a regular basis in the future. This obviously falls within the general responsibilities of the Executive Director.

2. It seems to me that the Director's concern should be met by two major steps:

(a) Periodic reports of new indications of employee attitudes, in order to bring to his attention studies as they are produced on an incremental basis. As a foundation for this in the future, I suggest a compilation of the various kinds of studies to date collected for me. I would think a semi-annual report of this sort henceforth might be of value.

(b) A similar periodic report of what steps are actually being taken to improve our performance on this general topic. We have had a one-time set of memoranda from the Deputy Directors but I suggest that a semi-annual recap prepared by the Office of Personnel might be of value in highlighting new steps taken in various Directorates, and pointing out areas in which perhaps more might be done.

3. Such compilations would be particularly useful if they were circulated not only to the top leadership but also down through the Directorates, to the MAG, etc., to show a broad range of employees what steps are actually being taken on this general subject. This

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should stimulate additional steps also. It is of course important that these periodic reports not become boilerplate assertions that everything is fine but rather specific accounts of new steps taken or new developments in this field, both good and bad.

4. In the course of my reading through the various documents provided me, a series of specific thoughts came to mind on which I would appreciate your comments. Some might already be in process, some might be impractical but some might be the subject of additional study or effort to implement:

(a) Fitness Report.

The current Fitness Report calls for a rating and comment by the supervisor on the employee. The employee gets a chance to see it, to insure accuracy and fairness and to advise him how he is doing. It might be feasible to use this well-established procedure to give the employee a formal means to comment on his desires with respect to his position. Thus a small section could be included in the Fitness Report in which the employee could comment as he might choose about his job, i.e., satisfaction with his current prospects, application for specific training to improve himself, application for transfer, etc. I know there are vehicles through which these various applications can be submitted but it might be well to integrate them into the Fitness Report in order that all employees might have a vehicle through which to submit their recommendations on a periodic basis. I am not talking about a career plan but rather short-term applications for consideration for training opportunities, jobs opening up, etc. Obviously there would have to be some system by which such applications would be compiled and subjected to review and decision at the appropriate supervisory level. This would not seem too difficult for the normal office or division personnel officer.

(b) Job Vacancy Notices.

I suspect that considerable could be done to formalize job vacancy notices and thereby open them to application by individuals who might otherwise not be considered for the jobs. There are obvious problems involved in this such as security, job descriptions, directorate compartmentation, etc. On the other hand, I suggest that a great number of jobs could be handled in this way (even with limited circulation of the notice).

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(c) Career Management Officers. Do we have any procedure by which the activities of the Career Management Officers can be reported in compiled form for review and comparison. Again the main objective is to develop a system by which the ordinary employee can feel that there is some conscious career management going on and that his future is not in the hands of chance. Boilerplate assurances that we try to do this will not satisfy the normal employee as much as some clear-cut report of what is actually done.

(d) Rotation Within and Among Directorates. Since one of the problems of the junior officers is a feeling of being locked into certain jobs or narrow career structures, I would appreciate your comments on what we have been able to do and might be able to do in the way of rotation, despite the obvious problems involved.

(e) Career Service Boards. To what extent has the OSI example of having junior officers serve on Career Boards been successful and/or adopted elsewhere? Has some technique been developed by which the results of Career Service Board deliberations can be made "public" (on a classified basis, of course) within the Career Service involved?

(f) Annual Meetings. Several of the components, I understand, have an annual meeting of all employees of the component at which they can be given a general account of how they are doing in the over-all picture. These are, of course supplementary to the Director's "State of the Agency" speech, which can only of course be given to a small sample of the total agency personnel. I would be interested in the degree to which the components are actually doing this and whether there is any arrangement in the process by which the Director or Deputy Directors might be invited to speak during such meetings. The Director himself and the Deputy Directors appear at a number of training sessions and seminars but this of course hits only a small percentage of the total personnel. Annual exposure to the entire personnel of the component, not only of its own leadership, but of that of its Deputy Director and possibly the Director himself, would seem to be a useful device.

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(g) Women. [] has had some very good experience with hiring women on a half-time basis. I wonder whether this has application elsewhere. In a number of cases, a former employee who resigned for family reasons might be in the market to return on a part-time basis, thereby allowing us to recapture the investment in her training, briefing orientation and work experience.

(h) Staff Aides. Has there been any general experience with appointing relatively junior officers to positions as staff aides to certain of the senior officials (Division Chief and above) for a tour. The advantage is the exposure given the junior officer but also the communication that is provided through the junior officers in the component to the leadership. I would be interested in your comment on the degree to which this practice exists.

(i) During the on-going OMS study survey, I would hope that a careful effort will be made to record not only personnel attitudes but also their positive suggestions for better ways to handle this over-all problem of the employee productivity. There are undoubtedly a number of useful ideas which can be gained at this level and I think we should consciously try to record and analyze them for possible implementation.

Rather than write a formal reply to this, may I suggest that we discuss some of the ideas above a bit before we decide where we might go with respect to this general subject in the future. I am sure that the Executive Director will be interested in your comments on these subjects before you launch any extensive efforts to act on them.

/s/ William E. Colby

W. E. Colby

Attachments

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